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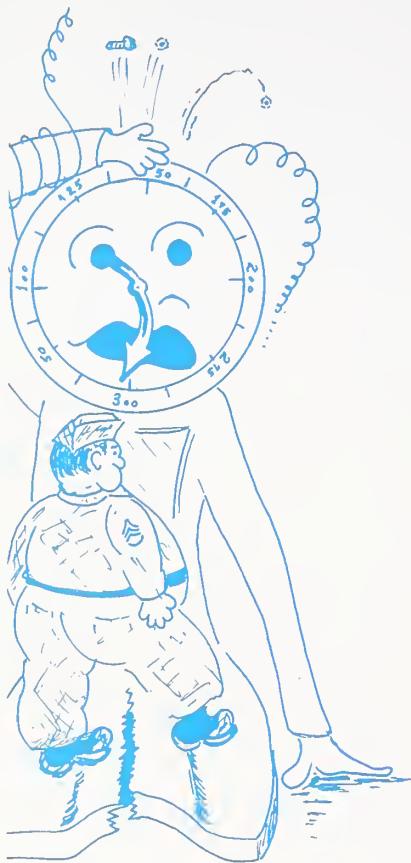
U.S. ARMY RECRUITING and CAREER COUNSELING

journal

SEPTEMBER 1975

**WE'VE
GOT
AN
IDEA
!**





Shape up or

By CSM CARROL D. STRIPLING

We're well into the new year, fiscal year that is, and it's time to devote a few minutes to personal evaluation.

We know that each member of USAREC, recruiting and AFEES alike, represents the United States Armed Forces in our community. We live in a fishbowl existence whether we like it or not, and one of the most important aspects of that existence is our personal appearance.

Since the majority of the personnel assigned to USAREC are members of the United States Army, I address Army personnel primarily, but generally, my remarks are applicable to all members of the USAREC family.

It's extremely difficult for an applicant to understand why he was rejected for military service for being overweight when he is informed of his rejection by a recruiter, guid-

ance counselor or AFEES member who himself would smash a scale. Remember, the applicant sees us as an example of how soldiers, sailors, marines and airmen are supposed to look.

Army Regulation 40-501 establishes weight standards for enlistment and reenlistment. If you do not meet those standards, you should start working on a weight control program without delay.

Army recruiters have a particularly stringent weight standard established for them because of the extremely high personal appearance aspects of their job. The weight charts in AR 601-1 are applicable not only to personnel desiring to apply for recruiting duty, but for those hoping to stay on recruiting duty as well.

Overweight personnel are a matter of concern from the Chief of Staff of the Army all the way down the chain of command. The commanding general of USAREC has made his policy on this matter quite clear. Overweight personnel must be a matter of concern in the NCO communication channels without delay.

Obesity is not only detrimental to personal appearance, it is detrimental to the health of the individual.

Army Regulation 632-1 precludes the reenlistment of personnel in the Army who do not meet the weight standards of AR 40-501 and does not provide for the granting of a waiver for this disqualification.

As stated previously, the applicant perceives Army personal appearance standards to be those standards used by his recruiter. We all know that haircuts and mustaches exceeding the limits of AR 600-20 would not be tolerated on an Army installation and should not — cannot — be tolerated within USAREC for Army personnel.

Unshined brass, dirty, unshined shoes and a dirty, wrinkled uniform indicate a lack of self-discipline on the part of the offender. Again, the public knows what a sharp soldier looks like. Anything less than your best efforts does an injustice to our "boss," the American public. Stop a minute and take a look at yourself. They do!

The maintenance of high personal appearance standards of Army enlisted personnel has traditionally been the duty of the noncommissioned officer. As NCOs, let's pursue that duty to the best of our ability at all times, by setting the example and enforcing the regulations.



Views and Reviews



Major General
Eugene P. Forrester

In mid-August, the new Secretary of the Army, the Honorable Martin R. Hoffmann, paid USAREC Headquarters a visit. While he was here he made some comments and asked some questions that I feel might be of interest to all of you.

To my mind, the most important thing he said was "I think you are all aware of the primacy of your mission. That will remain as long as I am Secretary, just as it was one of Secretary Callaway's driving interests." This certainly makes us aware of our task — and we can depend on the continued support of the Secretary of the Army.

In the course of the briefing he made another remark with which I think we should all be pleased. He said, "I am tremendously impressed with USAREC. It is a business-like organization and the Army can learn a good deal from studying it." He did add that there are things to be done now, things we might not be able to do later. We are operating, as our research tells us, in a favorable climate of acceptance by the American people and by DOD. He stressed the need for us to take maximum advantage of this situation. And he expects me to give him a personal update monthly!

During the briefing he asked me what he could do for the Recruiting Command. I replied that there were three things:

1. Fight to keep our resources.
2. Use every available forum — political, active Army, Reserve, retirees, etc. — to assist us in recruiting
3. Avoid violent changes in our requirements.

I believe he will do all of these things.

Now some of you will ask, "How about the new weekly objective system? Isn't this a violent change?" It is a change, but it is a necessary change. We have been making the numerical and quality objectives required of us, but school seats are going unfilled. The Army cannot afford to let this continue. Department of the Army and the Secretary have asked us to help solve this problem.

In FY 74 it was "get the numbers"; in FY 75 it was "get the quality"; combat arms and European enlistments were added to the list. In each case the Secretary of the Army and DA knew that recruiters could do the job. That's why they asked.

This year it's "fill the school seats"; match the right individual with the right job. It's a matter of fine tuning the things we are already doing.

The Secretary of the Army knows you can do it and so do I.

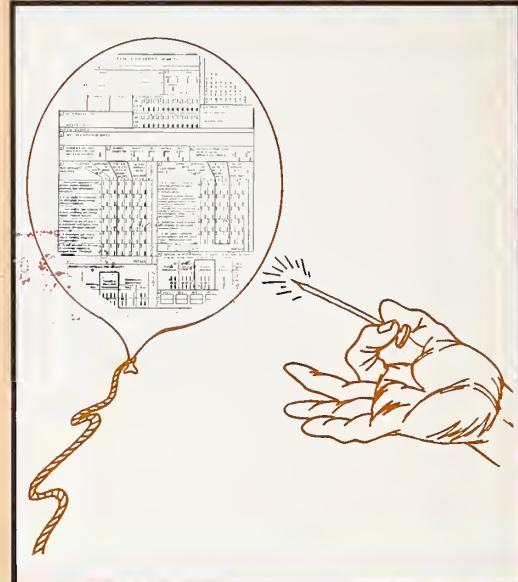
A large, handwritten signature of Eugene P. Forrester in black ink.

EUGENE P. FORRESTER
Major General, USA
Commanding

TIPS...

for increased effectiveness

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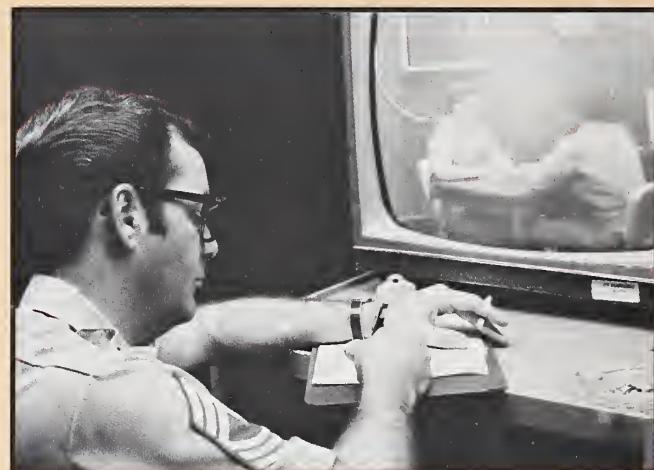
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ART DEPT.

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COVERS



The light bulb has been used for years by cartoonists to indicate a bright idea, and on page 5 begins seven pages of bright ideas about recruiting.



In the control room of the RecEx building at Fort Harrison, a "prospect" and a USAREC advisor keep track of the progress of recruiter candidates during the four day exercise.

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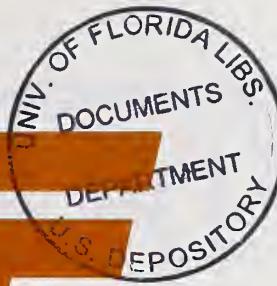
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Fort Sheridan, Ill. 60037



TIPS... for increased effectiveness

FLARE

In June the word was passed via the Journal and "Tie-Line" that this issue would feature "recruiter tips for increased effectiveness."

The number of submissions wasn't overwhelming, but we submitted all of them to a panel of senior NCOs, all of them former recruiters, and asked them to pick what they considered the best ones. From there, we sorted out those which had been selected by more than one judge. This gave us ten which were considered "good" by at least half the judges.

When they had finished reading the submissions, one of the things the judges noted was that most of the ideas submitted had been done before — they were text book suggestions or derivations therefrom. It would appear that the textbook was well-written. However, there were real gems loose in the pile and some of them were interesting twists to time-tested, standby approaches.

The judges felt that some of the ideas were too localized to be of use to many recruiters in other areas, or where specific talents and facilities were not available.

On the other hand, they also noted that many of the more general ideas can easily be adapted to your own particular strengths and available resources and facilities.

The *Journal* staff and the judges agree that, while response wasn't overwhelming, it is a worthwhile idea for those who didn't participate this time, to take a minute to submit some ideas that work for you. Use the ideas printed here as examples of the sort of thing we'd like to see. If the response is good, we'll print the incoming ideas on a regular basis. Tell us — and your fellow recruiters — what the secrets of success are.

Send your ideas anytime to:

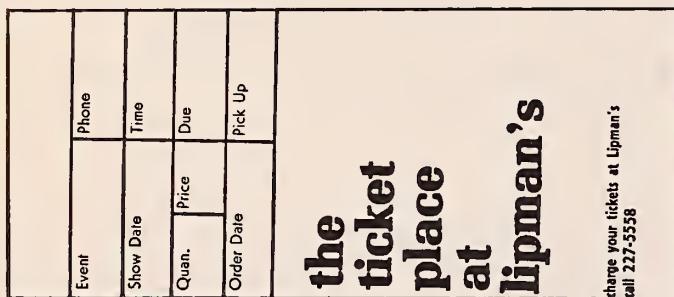
HQ US Army Recruiting Command
Attn: USARCASP-C (Journal Tips)
Fort Sheridan, Ill. 60037

TIPS...

for increased effectiveness

Ticket envelopes

When you buy tickets for a sports event, concert or show, the people at the ticket agency put your tickets into a little envelope designed to hold those tickets. Portland DRC has Army advertising on 10,000 of these envelopes. On the front is the name and address of the



Join the people who've joined the Army.

CALL 221-2267



ticket place and the back has an Army slogan and insignia, in this case, "Join the people . . .," a phone number and a Bicentennial logo. This way the Army message reaches not only potential enlistees but the parents and CIs as well.

Hometown soldiers

Hometown soldiers are a part of SSG Lee D. Ratliff's high school enlistment program. To insure success in using hometown soldiers the station commander of the Hutchinson, Kan. recruiting station has a list of rules that have to be followed. Care must be taken to select someone whom the recruiter has enlisted and knows well. He has to be personable and, most importantly, sold on the Army. The soldier must also be briefed on the "do's" and "don'ts" and must be told to be honest. Another rule is to tell the hometown soldier exactly what his mission is. Finally, if the hometown soldier helps the recruiter net some enlistments, it's a good idea to let his unit know about it, in the form of a letter of appreciation or other types of recognition.

Agency referrals

To be where the action is, the Jackson recruiting area has set up desks at State Employment Agencies of major Mississippi towns. The assistant area commander of the Jackson recruiting area, MSG John E. Griffiths, Jr. notes that the agencies are worked on a regular basis and that referrals are received from them.

MET "no-shows"

To Sergeant First Class Kenneth Garner of the Texarkana, Tex., station, "no-shows" for his regular Wednesday morning MET testing team represented a lot of lost time and work, but he kept their 200 cards in his file. He decided to pull these out of his regular file, put them in a "no-show" suspense file. Each week, he pulls a few of these cards and sends a note to each person that reminds them of their previously expressed interest in the Army, and asks if they are still interested. The notes include the point that if they are still interested, drop by the following Wednesday morning where they will be tested. SFC Garner signs the note, "Hoping to see you, SFC Kenneth Garner." He says that many have thanked him for the reminder and renewed interest, and have subsequently enlisted.

ASVAB award

Recognition of high school students, particularly seniors, who have scored high in the ASVAB test is a good public relations tool, suggests Sergeant First Class Robert G. Brashears, station commander of the Warrensburg, Mo., station. He feels that this also emphasizes the value of the ASVAB scores as a career guidance tool. He suggests this can be done with a district commendation certificate, spelling out the student's achievements in the testing program. In the case of seniors, SFC Brashears suggests the certificates be awarded during graduation exercises.

PSA "good buys"

Sergeant First Class Bob Faulconer of the Greeley, Colo., station has an arrangement with a local C&W disc jockey that nets him regular PSA time. He calls in selection requests for enlistees shipping out to basic training. The DJ announces the selection as "requested for Jack Jones leaving for basic training at Ford Ord. Jack is beginning a three year Army enlistment as a missile repairman."

Apple pickin' time

Sergeant George Lee of the Yakima, Wash., recruiting station, says that in the "Apple Capitol of the World," September has traditionally been a poor month for recruiting because all the young people get good paying jobs picking apples. This is the time for Yakima recruiters to do their prospecting at or near the orchards. Their first angle is that when the apple season is over the jobs will end. Another angle is that Army opportunities sound good to anyone in the 100-plus degree heat of an apple orchard.

Welcome-home parties

Welcome-home parties for BCT and AIT graduates help recruiters obtain leads. SFC Joe Thibodaux and SFC Mike Carty of the Emmaus, Pa., station invite their DEPs to parties also, and ask the DEPs to invite their friends to the parties, too. They also provide awards to the outstanding BCT and AIT graduates.

Briefing book

Using a "briefing book" of his own devising, Staff Sergeant Don McLellan of Hartford, Conn., says that using the book eliminates a lot of the repetition and lack of clarity in the applicant's interview, and holds his interest too. His presentation takes only about ten minutes and is a combination of captions, graphics and



photos, and has an impressive visual effect. It's divided into 11 sections and tells a prospect, step by step, how to "qualify, choose and enlist." The book also describes BCT, AIT and the Army benefit package, as well as showing an easy to understand pay chart.

Cutting delays

When delays in receiving an applicant's college transcripts started to bog down procedures, MSG Franklin Rhodes of the Hartford area, New Haven DRC, developed a short form letter to be signed by the student/applicant authorizing the school to release the transcript. After recruiters in that area find out the cost of the transcript, the form letter and payment are immediately sent to the school, cutting down the time loss by 90 percent. (One warning in using this technique is to make sure that DRC A&I people check the form before it is sent to the AG forms management people for approval. All forms and form letters need the approval of the forms management officer before they can be used.)

'Sub-station'

The recruiters of Nampa, Idaho, have discovered a potential market for their product during week nights and Saturday afternoons at the Korcher Mall, Idaho's largest indoor shopping mall. SFC Glenn Lane and SFC Rex White figure that since the mall is so popular with young people, they wanted somehow to get vacant store space to use as a recruiting 'sub-station'. After talking with the manager, the Army recruiters, along with Nampa Navy recruiters, set up the 'sub-station' complete with desk, RPIs, posters, displays, etc. They man the sub-station during high young people traffic hours at the mall. This has helped the Nampa recruiters increase their visibility and provided one more way to tell the Army's story.

Lunch break movies

Sergeant First Class Howard Thompson and Staff Sergeant Helen Foreman of Boise, Idaho, enlisted the aid of two seniors who were in the DEP to show Fairchild films during the lunch hour of their school. Using the JROTC classroom located next to the school cafeteria, the school received increased exposure to the Army during the times the films were shown.

Movin' on

Getting to where the people are creates a lot of public exposure for SFC Chuck Wilson. The Monroe, La., recruiter gets a lot of stares when he stops to talk to prospects when he gets off of his bright, red, white and blue Honda 350 motorcycle and his deep blue helmet.

TIPS...

for increased effectiveness

Start from the top

When he had problems getting into the local high schools, Staff Sergeant Billy Hamman of the Grand Junction, Colo., recruiting station, tried coming down into the schools from the top.

Shortly after arriving, SSG Hamman became aware of a long-standing community problem, hazardous street crossing too far from the school to have crossing guards, yet too close to justify busing children. He took the problem to the county PTA commission and got himself appointed as safety chairman. In this capacity he got safety and transportation agencies to coordinate an official survey of school crossing hazards in the area. The survey was presented to the county school board, and in appreciation, the board asked him to set up and run a safety program in all area high schools.

SSG Hamman agreed to develop a standardized program, but turned down the idea of going into each school to run the course because it might be a conflict of interest, with access to school lists as an instructor. The board commended him for insight into what could have been a problem, but the resultant credibility, interest and assistance to the community placed him in the position of being able to ask for and receive a list from any school in the area.

Pin 'em down

While all recruiters in Connecticut have photo boards displaying pictures of all their enlistees, SFC Walter Ledbetter of the Norwalk, Conn. recruiting station takes it one step further. After getting photos of all his enlistees he arranges them on his station's walls with pointers connecting them to their station of choice on a large map. All photos are also labeled with biographical data, MOS and education plans. Not only do prospects identify with other local residents who've enlisted but they're also more interested and aware of the range of station of choice options.

Old uniform and new image

How do Army recruiters celebrate the 200th birthday of the United States? Around the Army Recruiting station in Norman, Okla., SSG Charlie Angell and SSG Joseph Morgan celebrate by wearing replicas of the Continental Army uniforms. The two recruiters got the idea of wearing the uniforms from all the publicity which has been generated by the Bicentennial celebra-

tion. Unable to get enough money to buy the uniforms, SSG Angell's wife (a professional seamstress) made the uniforms in her spare time. The personal appearances made by SSG Angell and SSG Morgan in their Bicentennial uniforms not only give the two recruiters a chance to soft-sell the Army but enhances their image as well.

Money talks

When the sound of a dropped quarter is heard in Bremerton, Wash., it may be followed by Staff Sergeant Jerry Thomas saying, "That must be mine . . . I'm the one making the real money here." This trick, if done in a "fun" manner, is a great icebreaker among a group of young people, Thomas says. He adds that the old adage that "money talks" still holds true and once the subject is money, it's easy to point to the cash enlistment bonus and how high the starting salary is in the Army.

PSA time

To combat problems in getting public service support from local television stations in the Washington D.C., metropolitan area, the A&I Division and N.W. Ayer representative set a goal of one major TV feature a month. By working with station assignment editors and reporters, the DRC so far has received prime time coverage of a Project AHEAD press conference, a 'first-person' interview of how it feels to fly with the Silver Eagles, and an interview filmed at AFEES of a young man who was quitting the police force to join the Army under Stripes for Skills.

Welcome to Odessa

The recruiting station in Odessa, Tex., is faced with one of the lowest unemployment percentages in the nation (less than three percent) and a college placement of high school graduates rate of almost 60 percent. The station personnel looked elsewhere for new leads. With the influx of new families, because of the high employment rate, the recruiters began checking with the city on new requests for utility services. Additional checks with the office of the County Clerk revealed the names and addresses of newly registered voters. As new families move into town, they also bring their sons and daughters who are eligible to enlist. Using these two sources, Odessa recruiters keep in touch with their community and can talk Army to new families as they move in.

Drill teams

High schools have drill teams and marching units, and soldiers know all about marching and the manual of arms. So, it figures that a recruiter can benefit from coaching drill teams in his spare time, according to SSG Larry Myers, a Santa Rosa, Calif. recruiter. Myers has coached two of these teams, one to a championship. He is currently coaching an all-girl team.

Spread the wealth

If you or your wife have a special skill, put it to work for you. If it's something that interests young people, that's even better, according to Charlotte Woodward of the Portland DRC. If you are knowledgeable in such things as special techniques of woodworking, plastics molding, flower arranging or gardening, let it become known that you are available to be a guest speaker in



appropriate high school classes. If not in a high school class, how about being available as a guest speaker at the local gardening club or other special interest clubs? In addition to hitting one of your target audiences, you might even have fun sharing your knowledge.

Checklist

Sergeant First Class Francisco R. Pable, station commander of the San Luis Obispo, Calif., station, provides the following checklist:

- Resist the temptation to take on more projects than you can handle at any one time.
- Devote part of your time to meeting people who could become centers of influence.
- Learn to love the telephone. It can become your best friend if treated right.

—Be honest to your applicants. This way you build credibility in yourself and your station.

—A satisfied customer will always feel good about you as his recruiter, and will bring in applicants because they trust you.

—Find out the prospect's needs and fill them.

—When talking to high school graduates, be sure to mention Project AHEAD and Army tuition assistance.

Rural releases

Knowing the popularity of the newspaper in his rural Texas area, SSG Glen Burns of the Pecos, Tex., station developed a monthly newspaper package. While personally delivering paid newspaper ad insertion orders, he provides localized releases and fillers from the PAR kit and short stories on his enlistees. Needing more PSA time on the radio, Sergeant Burns also took local "satisfied customer" stories to his scattered rural radio stations. As a result, his name and announcements, plus successful enlistment stories, cross the many empty miles of West Texas free of charge via the radio.

Number please?

Several field recruiters in the Jackson, Miss., DRC use their wives' voices on the telephone answering service, believing that a well-modulated female voice is more effective in coaxing callers to leave a message.

Ahead counseling

Counselors and school administrators are perhaps the most important groups under the CI category, says Staff Sergeant James H. Reynolds of the Antioch RS of the Kansas City DRC. One secret to using Project AHEAD is to identify the applicant to his high school counselor after the sale, Reynolds suggests. By referring the applicant to his counselor, you involve the counselor not only with the knowledge, but with the usage of Project AHEAD. In this way, the counselor has a chance to help your applicant (his student) select the college of his choice. If Project AHEAD is mentioned only during the initial interview, chances are that the applicant will not be entered into the program. The recruiter must follow-up on each individual applicant to see that he or she is in fact enrolled in the Project AHEAD school.

TIPS...

for increased effectiveness

Decisions, decisions . . .

Letting the undecided prospect "think" he has made his own job choice is the key to filling critical MOSs and making an applicant happy at the same time, according to Danbury, Conn., station commander, SFC Tom Isham. Says SFC Isham, "I tell my applicants I'm not going to pick their jobs for them. By showing them the 611-201 and telling them all the good things about the jobs that I know are available, I can still steer them while letting them think they're making up their own minds. They're also glad to believe they've made their own decision. If you directly suggest to them what to choose," he adds, "they'll have someone to blame if they don't like the job once they're in the Army."

Army riders

Turning the idea of a cash bonus into something more tangible, Staff Sergeant John Pepper of the Bel Air, Md., recruiting station, placed his Triumph 750 motorcycle in the station window to attract people. The



other two members of the station, also motorcycle enthusiasts, SFC Jim Pry and SSG Dave Linthicum, and Pepper, purchased bright windbreaker jackets which they wear while on their motorcycles. The jackets bear the message, "US Army — Education — Careers — Adventure," followed by the station phone number.

Junior lists

Since many large high schools don't publish a high school senior list until late in the year, recruiters in the Amarillo recruiting area find it handy to get the junior list at the same time as the senior list. Then at the first day of the school year the recruiters can begin working the new year's seniors without having to wait for the current lists. To refine the list after they have them, the

Amarillo area recruiters keep a contact work sheet on contacts who don't show an immediate interest in the Army. USAREC requires only that a 200 card be kept on all "interested" applicants. The work sheet on "not yet interested" contacts enables recruiters to follow-up and post comments and other data. They figure a prospect should be contacted at least five times before 'discarding' him.

Litter bags

The Army word is passed around at the local car wash by SSG David White, recruiter at the Hyattsville, Md., recruiting station. SSG White built a box to hold Army-imprinted litterbags and placed it at a near-by car wash. A sign over the box read, "Keep America Beautiful. Take a free litter bag courtesy of your local Army representative, Sergeant David White." The sign includes White's office address and phone number.

Ad symposium

Boise DRC sponsored an advertising symposium for the advisors and student editors of area high school newspapers. The symposium featured guest speakers from N.W. Ayer, the ad department of the Idaho Statesman, and the promotional department of Boise State University. The symposium provided an opportunity for students interested in advertising and marketing to talk to professionals in the field. In general, the symposium provided an evaluation of the local effectiveness of nationally produced advertising appeals, improved recruiter relations with area high school newspapers, and exposed faculty and student CIs to the opportunities in the Army.

Educator Luncheons

The Boise DRC, realizing the need for a formal approval and support of its high school program throughout the year, has maintained a series of educator luncheons. The luncheon schedule was developed to enhance the Army image and improve DRC/recruiter relations with high school district superintendents, principals, guidance counselors and teachers, and post-secondary school level educators. Last April during a special dinner/orientation for the members of the Idaho State Board of Education, a well-planned and executed face-to-face encounter provided an ideal forum for spreading the Army word. Follow-up visits to the state superintendent of education brought a written endorsement of the DRC's high school program.

Workshops for high school press

As part of its high school newspaper program, Darryl McEwen, A&I chief for the Washington DRC, conducts workshops for high school newspaper staffs on graphics and reporting techniques. He takes along the local recruiter and conducts a mini-press conference with the students interviewing the recruiter. The best story, as judged by Mr. McEwen and the paper advisor is printed in the school newspaper. At the workshop the recruiter and A&I chief can also set up liaison with the student editor and faculty advisor of the school paper and add it to the media mailing list for periodic press releases on Army opportunities.

What's the word?

A 1955 classic T-bird provides a way for SSG Michael D. Schroeder at the Elgin, Ill., recruiting station to get exposure for the Army. He uses the car in parades, on house calls and high school visits while in uniform. This does two things, according to Schroeder. One, people know him even without the uniform, since they associate him with the T-bird, and two, it gives him an "in" with the 16 to 20-year-old market and automatically establishes rapport, which is the first step of the sale.

Lunch break

Staff Sergeant Hale of the Chula Vista, Calif., station sits out in the lunch area of his high schools during lunch hour two hours a week. He says he then becomes a permanent part of the school day and gets about three new leads per visit.

Mailouts

Mailouts aren't just a sales tool for SFC Jose Ibarra, station commander at the Abilene, Tex., recruiting station. He uses them for a conversation starter. After mailing them out, he waits a few days and calls the addressee to ask if he has received the mailout and if the individual wants more information. SFC Ibarra also likes to knock on doors because it gives him an opportunity to talk to parents—the most important influencers on a prospect.

200 Cards for all

A method that SFC Curtis W. Spencer, station commander of the Tulsa South recruiting station in Okla.,

uses to work high schools is to make a 200 Card out for each member of the graduating class. Next, check with school officials to find which students want to go to college after graduation. The 200 Cards should then be coded to indicate 'college' and these people should be contacted as soon as possible in the school year. Later disposition of the 200 Cards in the Recruiter Prospect File should be filed at the same time as semester breaks of the college attended. Four contacts after graduation from high school is a minimum.

Re-releases

To let the new soldier know that he hasn't been forgotten by his recruiter, SFC Ron Marshall of the Lander, Wyo., recruiting station does a follow-up news release on all enlistees home on leave. The added bonus to this practice is that the recruiter reaps the benefits of more recruiting publicity.

Watch calendars

SFC Larry Nutter and SFC Gary Burgess of the Laurel and Frederick stations, Washington DRC, use the "Join the People . . ." watch calendars by distributing them to local jewelry stores and encouraging the salesmen to hand them out to purchasers or potential purchasers of watches.

Letter binder

In the Bemidji, Minn., recruiting station, Sergeant First Class James F. Litney maintains a three-ring binder containing letters from enlistees from his station. He reports that these letters have proved to be a real asset as a sales tool, especially when an applicant or parent is uncertain about enlistment. The letters tell it like it is, and the recruiters retain their credibility.

Impressive "blues"

Frank Fiasconaro of the New Orleans DRC tells about one unnamed recruiter who had the occasion to attend a formal affair and thought it would be very impressive to arrive in a tuxedo. After he paid a \$27 bill to rent a tuxedo, the recruiter remembered that he could have saved \$27 by wearing dress blues, a formal outfit that represents 200 years of tradition and respect which would have made a more impressive impression than any rented tuxedo.



METRO RECRUITING

The key word in metropolitan recruiting is **more**. More people, more schools, more QMA, more happening. There are more media outlets, more civic organizations and more applicants. Hardly a week goes by in a major metropolitan area that a special event doesn't occur somewhere in the city. These range from job fairs to adventure shows, sporting events to theatre — all attracting young people.

More can mean **less**, too. Less visibility in the community. Less contact with civic leaders and influencers, less time for each applicant. It is more difficult to establish a rapport with centers of influence, since the recruiter is only one of the civic leaders' many contacts. It is more difficult to gain a strong influence in large metropolitan high schools because of competition for time with other commercial and community groups desiring access to the students and counseling staff.

These are invariable in metropolitan recruiting, as permanent and inflexible as a concrete sidewalk. The question is how to use these invariables to formulate a positive equation.

"High school recruiting is still the backbone of our market," says Captain Gerald P. Bijold, Los Angeles area commander, "and 75% of our enlistments come within one year

of the applicant's graduation from high school." Within the high school the key person is the counselor. "We don't get many referrals from counselors," says CPT Bijold, "but vigorous follow-up produces a high percentage of quality enlistments from these leads."

"The metropolitan recruiter must be organized and have a good follow-up plan," says Master Sergeant Thomas J. Evans, San Fernando assistant area commander. "He deals with a lot of people, and he can lose track of his best prospects if he doesn't keep in touch with them."

Contrary to the walk-in myth, the first step in metropolitan recruiting is almost always contact with a recruiter or a referral. "The unsolicited walk-in traffic tends to be of lower quality than we can use," says CPT Bijold. Sergeant First Class Joe Pettis, another member of the Los Angeles Central team agrees, saying, "the vast majority of people who have walked through our door since I've been here have been contacted by one of the recruiters or friends."

Since the metropolitan recruiter cannot hope to become as well known in his community as the rural recruiter, generating referrals is a must. "We tell all people exactly what our requirements are and urge

them to send people in. One unqualified man referred 15 leads to us: 12 qualified and 11 enlisted," says Staff Sergeant John Sanders, Los Angeles Central Recruiting Station. "Another method working for us," Sanders adds, "is sending letters of appreciation to the commanders of active duty soldiers who give us good leads. Copies of these letters go in the soldier's 201 File, so he helps himself by helping us."

Helping applicants is a necessity in metropolitan recruiting. Some of the prospects are far from home and need immediate assistance. If a young man is out of work or needs a place to live while waiting for a copy of his birth certificate or while in the DEP, the recruiter must help him find work or quarters if he wants to hold that enlistment. "We keep in touch with social services and job referral agencies," says SSG Sanders, "because they can often provide temporary employment or housing. We try to keep our people out of the soup kitchens."

In the final analysis, the best big city recruiters still seem to be those who work hardest and longest "people to people," take pride in being a soldier and believe in the product they are selling.

Compiled from articles by Greg Cook, Los Angeles DRC and the Seattle DRC.

Rural Recruiting

Miles and miles — 147,138 square miles of almost endless, wide-open and sometimes wild country. In the winter, every car assigned to the Helena DRC is equipped with winter survival gear. Recruiters must always be on the lookout for a deer dashing out of the evening shadows to keep it from becoming a hood ornament.

Rural? The Glasgow, Montana Recruiting Station is 369 miles from the Helena DRC and the Miles City Recruiting Station is 346 miles from headquarters.

SFC Bill Waddell, assigned to the one-man Glasgow Recruiting Station, has a territory that covers 18,000 square miles. He spends more time on the road than he does at home with his family. In the area covered by the Miles City Recruiting Station, the population average is less than two people per square mile.

Although the Pony Express is a long gone part of Montana history, correspondence mailed between Helena and Glasgow can still take up to three or four days for delivery.

No wonder the mail is slow! There's the 55 mile per hour speed limit to contend with now days and that's quite a change for a state that had no daytime speed limit prior to

the new 55 mile per hour law.

Winter weather almost 9 months of the year creates insurmountable problems. For instance, imagine a recruiter assigned to the Butte Recruiting Station trying to get to Dillon for an appointment, with a mountain range to cross and three feet of snow on the pass. What in the summer is an hour's drive becomes a full day's trip in winter.

The eastern plains of Montana aren't much better. High winds and blowing snow make driving an impossible task. Snow drifts twelve feet deep stop all traffic for days.

Constant telephone calls are also characteristic of rural recruiting. Phone calls to insure a rendezvous between the recruiter and the prospect at the "Tastee Freeze" in Malta are commonplace. In the case of a prospect from Radersburg (pop. 65) the only conceivable place to meet is in a building on Main Street. It's one of the two commercial buildings in town.

Flag stops, or remote rural canvassing points, are another interesting element in rural recruiting. The recruiter must make regular visits to country stores, post offices or businesses that permit him a small corner in which to set up a temporary recruiting office.

Nor is it unheard of for a rural recruiter like Sergeant First Class Fred Barnes, Elko, Nevada, to find himself in a pair of levis pitching in to help an interested applicant with his chores so he can spare a few minutes to talk about Army opportunities.

Like metropolitan recruiting, rural recruiting is subject to seasonal trends, something we're all aware of. In this case, however, most of us wouldn't normally have considered the reason. The planting and harvesting season creates jobs, which limits the number of young people available for enlistment. Besides, most young men would not consider leaving home until after the harvest is in. This situation is common enough to make the normally difficult summer season just that much tougher.

Rural or Middle America is called the "backbone of the nation." The people are friendly, patriotic and hard-working. Rural recruiters, despite the geographic-related obstacles, meet their objectives with the kind of young people they will be proud to serve with.

Compiled from stories submitted by the Helena DRC, the Salt Lake City DRC and the Boise DRC.



To harvest corn,

you
have to
go where
it is.
The same
thing
applies
to the
recruiter
of quality
enlistments.
That's where
Project
SMART
comes in.

By ALICE ONOSKO
Milwaukee DRC

Anyone who has a bit of sense in his head knows that you can't harvest corn from a field of weeds, right? The farmer uses common sense and his eyeballs to come to the conclusion that since there is nothing but weeds in the field, he can't harvest any corn.

This, basically, is the principle behind Project SMART. All Project SMART really does is pinpoint where the quality prospects are likely to be. Then the recruiter can concentrate on that area, and leave an area which isn't productive to the buzzards.

The Madison, Wis., recruiting area was used as a working experimental sample for SMART. The area includes Dane and Iowa counties, which covers 2,000 square miles with a population of 310,000 people.

Raw census data, such as education, population, and income figures, were gathered by Master Sergeant Ambrose J. Larson, assistant area commander of the Madison area. From that data the Madison area's residential accountant, MSG Larson, came up with an analysis of the Madison counties.

The figures showed that 40 per cent of the households in the Madison metropolitan area owe their livelihood to educational and governmental work. In addition, the majority of the quality schools are found in the Madison metro area.

Before the recruiters in the area found out, through SMART, that the Madison metro area was the place to recruit, they were spending equal time in all parts of the Madison recruiting area.

In Iowa county, all 10 cities were emphasized before SMART pinpointed Dodgeville and Mineral Point as the quality areas in that county, and after the recruiters worked these cities, they found that they were indeed the most productive. It was found that two other areas in Iowa county also had quality schools where recruiting efforts might be emphasized.

Because of Project SMART, recruiters were able to readjust itineraries to spend less time in "dry" areas and more time "where the action is."

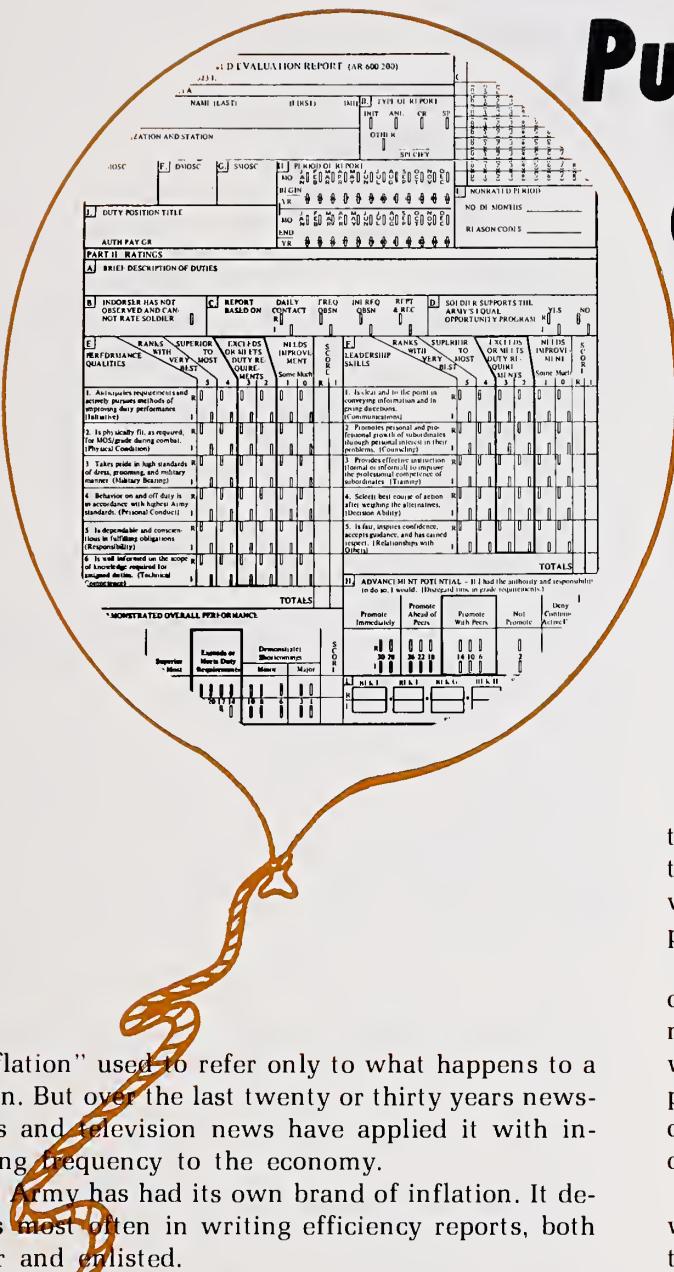
Another fact pinpointed by SMART was that other services were getting enlistments in some parts of Iowa county which weren't being concentrated on by the Army. The other services were out-producing the Army in these areas. Armed with the data obtained from SMART, the Madison recruiters were able to target in on the areas where other services were successful, and, consequently, increase their own production.

Recruiters in the Baraboo, Wis., recruiting station discovered from Project SMART that Adams, Juneau and Marquette counties were virtually desolate, as far as recruiting is concerned, and the majority of the quality recruiting pockets were to be found in Sauk and Columbia counties. It was also found that the five man station need only be a three man station.

Milwaukee DRC found that Project SMART isn't just numbers, maps and acetate overlays. Using SMART to work smarter is really possible in practice, not only on the drawing board.



Puncturing evaluation inflation



"Inflation" used to refer only to what happens to a balloon. But over the last twenty or thirty years newspapers and television news have applied it with increasing frequency to the economy.

The Army has had its own brand of inflation. It develops most often in writing efficiency reports, both officer and enlisted.

The June *Journal* carried an article on changes in OERs (Update, page 33); now the *Journal* takes a look at the new enlisted reporting forms slated to be used beginning this fall.

The first thing to notice is that there are two forms, one for E5 and below, the other for E6 and above. The reason for the two forms is immediately obvious when you see them: more is expected from an NCO than from a private, particularly when rating job and leadership skills, and the forms are designed with this in mind.

Before the final OK was put on the two new forms, the Enlisted Evaluation Center sent out about 5,000

test forms to organizations at eight installations for a trial run. The completed reports and comments provided by the users were the basis for the forms' approved versions.

General reaction from field trial participants was overwhelmingly favorable. The consensus was that the new forms provide a much better evaluation tool while giving each soldier a better idea of what is expected of his or her performance. An analysis of the completed forms showed that a much clearer picture of each rated soldier appeared.

Within each pay grade, scores were spread across a wider range than with the old form, making it easier to discriminate between good, average and poor performers. This should result in having the best performers selected for promotions, school attendance and special assignments.

Part I (Personal Data) is the same for both and only data on the soldier's identity appears here. DA hopes to have SIDPERS preprint personal data on the forms to reduce errors and cut personnel office preparation time. Two specific goals in the development of the forms were to achieve the simplest possible administrative procedures and to maintain compatibility with automatic data processing.

Looking at the new forms on the next two pages, Sections A, B, C and D of Part II (Ratings) are little

E. PERFORMANCE QUALITIES	RANKS WITH VERY BEST		EXCEEDS OR MEETS DUTY RE- QUIRE- MENTS			NEEDS IMPROVE- MENT	
	5	4	3	2	1	0	
1. Anticipates requirements and actively pursues methods of improving duty performance. (Initiative)	R 1	1	1	1	1	1	
2. Is physically fit, as required, for MOS/grade during combat. (Physical Condition)	R 1	1	1	1	1	1	
3. Takes pride in high standards of dress, grooming, and military manner. (Military Bearing)	R 1	1	1	1	1	1	
4. Behavior on and off duty is in accordance with highest Army standards. (Personal Conduct)	R 1	1	1	1	1	1	
5. Is dependable and conscientious in fulfilling obligations. (Responsibility)	R 1	1	1	1	1	1	
6. Is well informed on the scope of knowledge required for assigned duties. (Technical Competence)	R 1	1	1	1	1	1	
TOTALS							

changed from preceding forms. These parts offer space for description of duties, what the report is based on (daily contact, infrequent observation, etc.) and support of equal opportunity programs in the Army.

The rest of Part II has undergone revisions from the field trial form. The idea is that the Army needs an evaluation of the whole person and that E6s and above should be evaluated on specific attributes of leadership.

The EER has sections on duty performance traits, demonstrated overall performance of assigned duties and advancement potential. The Senior Enlisted Efficiency Report (SEER) has four scored areas: performance qualities, leadership skills, demonstrated overall performance, and advancement potential.

Both forms provide for a more thorough appraisal of the rated soldier than does the current EER. The numerical values are plainly assigned on each form and the total for each is 125.

The narrative portion of Part II on the back side of the forms is the same except that the SEER has space for an entry to be made for those recommended for command sergeant major (E8s and E9s) and first sergeant (E7s).

Also on the back side are places for comments by the rater and indorser. These comments are optional except in the following cases on the Senior EER:

- When score in Block E is below 6 or over 24
- When score in Block F is below 5 or over 20
- When score in Block G is below 6 or over 36
- When score in Block H is below 6 or over 14
- When Block D is checked "No."
- When Indorser checks Block II B.

Senior Enlisted Evaluation Report (DA Form 2166-5)

F. LEADERSHIP SKILLS	RANKS WITH VERY BEST		EXCEEDS OR MEETS DUTY RE- QUIRE- MENTS			NEEDS IMPROVE- MENT	
	5	4	3	2	1	0	
1. Is clear and to the point in conveying information and in giving directions. (Communications)	R 1	1	1	1	1	1	
2. Promotes personal and professional growth of subordinates through personal interest in their problems. (Counseling)	R 1	1	1	1	1	1	
3. Provides effective instruction (formal or informal) to improve the professional competence of subordinates. (Training)	R 1	1	1	1	1	1	
4. Selects best course of action after weighing the alternatives. (Decision Ability)	R 1	1	1	1	1	1	
5. Is fair, inspires confidence, accepts guidance, and has earned respect. (Relationships with Others)	R 1	1	1	1	1	1	
TOTALS							

G. DEMONSTRATED OVERALL PERFORMANCE					
Ranks With Very Best	Superior to Most	Exceeds or Meets Duty Requirements		Demonstrates Shortcomings	
		Minor	Major		
RATER 40 38	36 33 30 27	23 20 17 14	10 8	6	3 1
INDORSER 1	1	1	1	1	1

Promote Immediately	Promote Ahead of Peers	Promote With Peers		Not Promote	Deny Continued Active Duty	S C O R E
		1	2			
R 30 28	26 22 18	14 10 6	2	0	1	
1	1	1	1	1	1	

Enlisted Evaluation Report (DA Form 2166-5A)

E. DUTY PERFORMANCE TRAITS		RANKS WITH VERY BEST	SUPERIOR TO MOST	EXCEEDS OR MEETS DUTY REQUIREMENTS	NEEDS IMPROVEMENT Some Much	
1. Is well informed on all phases of assigned duties. (Scope of knowledge about duties)	R I	1	1	1	1	
2. Carries out orders without constant supervision. (Dependability in performing without supervision)	R I	1	1	1	1	
3. Shows interest and enthusiasm for duties. (Attitude toward duties)	R I	1	1	1	1	
4. Demonstrates qualities of leadership. (Exerts positive influence on others)	R I	1	1	1	1	
5. Seeks out opportunities for self-improvement. (Effort directed toward realization of potential)	R I	1	1	1	1	
6. Displays ability to initiate action without direction from others. (Aggressive pursuit of methods to improve duty performance)	R I	1	1	1	1	
7. Is successful in working with others. (Ability to work in harmony with others)	R I	1	1	1	1	
8. Personal behavior sets a good example for others. (High standards of personal conduct)	R I	1	1	1	1	
9. Takes pride in dress and appearance. (Neat and military in bearing)	R I	1	1	1	1	
10. Is physically fit, as required, for MOS/grade during combat. (Physical condition)	R I	1	1	1	1	
TOTALS						

F. DEMONSTRATED OVERALL PERFORMANCE OF ASSIGNED DUTIES					S C O R E
Ranks With Very Best	Superior to Most	Exceeds or Meets Duty Requirements	Minor	Major	
R I 1	4 4 4 3 4 2 3 8 3 4 1	3 3 2 7 2 1 1 5 1 1 1 1 1 1 1 1	1 4 1 0 6 1 1 1 1 1 1 1 1	5 3 1 1 1 1 1 1 1 1 1	

G. ADVANCEMENT POTENTIAL					S C O R E
Promote Immediately	Promote Ahead of Peers	Promote With Peers	Not Promote	Deny Continued Active Duty	
R I 1	3 1 3 0 2 8 2 6 2 4 1	2 2 1 8 1 4 1 0 1 1 1 1 1 1 1 1	7 5 3 1 1 1 1 1 1 1 1	0 1	

H. SCORE		
BLOCKS	RATER	INDORSER
E	<input type="text"/>	<input type="text"/>
F	<input type="text"/>	<input type="text"/>
G	<input type="text"/>	<input type="text"/>
SUM	<input type="text"/>	<input type="text"/>
REPT SCORE $\sum + = \div 2 =$		

Comments are optional except in the following cases on the EER:

- When score in Block E is below 10 or over 40
- When score in Block F is below 6 or over 42
- When score in Block G is below 10 or over 22
- When Block D is checked "No."
- When Indorser checks Block II B.

The results of the field trial indicated that the new reports are real inflation fighters but this condition will remain only if people in the supervisory chain rate honestly and conscientiously. "Mark it as you see it" must be the rating rule. This will not only provide the Army with a better basis for making personnel decisions, but will be fairer to rated soldiers.

This article was prepared with the kind help of the TIPS magazine staff in Indianapolis.



A 160-MILE BICYCLE TRIP was the pay-off for the losers of a friendly wager between the three area commanders in Portland DRC. The bet, based on the number of new enlistment contracts made in May, stipulated that the loser and his assistant would bicycle from his office to the winner's office. **Captain Lawrence Peterson**, area commander and **Master Sergeant Jerald Schmadeka**, assistant area commander, both of the Beavertown recruiting area, were the winners.



CPT Lawrence Petersen (right), commander of the Beaverton, Ore., area, greets **CPT Robert Killebrew** (left) and **SFC John Davis** (Eugene, Ore., area), when they arrived in Beaverton after a 160 mile bicycle ride.

The pay-off bicycle-ride for **Captain Fred Teresa** and **Master Sergeant Jerald Clark**, the Portland area team of area commander — assistant area commander, bicycled the 10 miles from their area to the winner's area with ease. However, **Captain Robert Killebrew** and **SFC John Davis** of the Eugene recruiting area rode their bikes 160 miles off of the freeway to Beaverton.

The team of CPT Killebrew and SFC Davis left on a sunny morning. The sunny morning turned to rain that night and the following morning. They arrived in Beaverton the next day at noon, wet but not without spirit.

After a short ceremony the losers went home — by car. (Charlotte Woodward, Portland DRC)

A RATHER UNIQUE center of influence was developed by SSG Ken Baze, NCOIC of the Helena, Mont. recruiting station.

When a new shopping newspaper was published in Helena recently, Sergeant Baze contacted the owners in order to get a rate card for Army Advertising and

Sales Promotion personnel. The sergeant got a good deal — he was told that space for the Army would be free. Sound a bit strange?

If you consider who the owners are — former Helena DRC A and SP chief George Mattison and Master Sergeant (Retired) Chuck James, who worked in the DRC operations section — it's not strange at all. (Helena DRC)

CAREER COUNSELORS ARE NOTED for painting pretty word pictures about the bennies of reenlistment. Now **Sergeant First Class Pete Evans** is doing the same thing with sand.

The Aberdeen Proving Ground career counselor builds terrariums in his spare time.

"My wife and I saw terrariums in the stores and we both liked them. But the cost really stopped us dead. Thirteen to twenty dollars for some sand and a glass container that's not worth a buck seemed kind of ridiculous," Sergeant Evans said.

Evans and his wife **Rebekah** decided to make their own. After drawing a zero at the library, they came across a pamphlet at a craft shop.

"I looked at the brochure and thought this thing couldn't tell you anything — it was too simple. But I tried following the directions and they worked."



SFC Evans and his "sand-painting."

SFC Evans said he was really surprised how simple the craft was. Pointing to a terrarium in his office featuring a sea scape he said, "That's the first one I did. It's surprisingly simple; the sand forms the pattern itself."

SFC Evans said he heard of terrarium classes being offered at costs ranging from \$5 to \$10.

"I really don't think it's worth the money. In fact, if anyone wants to learn how to do it, they're more than welcome to come over and I'll tell them what I know. Who knows, I may get some reenlistments out of this." (Jim Boyle, Aberdeen Proving Ground)

THE LOCAL GENDARMES in Fitchburg, Mass., helped recruiters there boost the Jimmy Fund for Crippled Children.

Staff Sergeant Joseph D. Byrne offered to give the police \$10 towards the fund if they would "arrest" fellow recruiter, Sergeant First Class William H. Schaffer, and dunk him in the local pool.

What Sergeant Byrne didn't know was that the police had also received \$10 towards the fund from Sergeant Schaffer to dunk Byrne.

When the local friendly Air Force recruiter had witnessed the event and had a good laugh at the Army's expense, Byrne and Schaffer fattened the fund more by seeing to it that the Air Force went for a swim as well. (Raymond Petit, Providence DRC)

"**I RECRUITED HIM**, so it was natural that I should be the first man that he reenlisted," said Sergeant First Class Jim Jenkins of the Tyler, Tex., recruiting station.

"I enlisted his nephew, his brother, and finally him. He was the first man that I recruited for OCS," Jenkins continued, so 1LT William B. Lindsey administered the oath of enlistment recently to Jenkins.

Jenkins has been recruiting in and around Tyler since November, 1969 and received the MSM in May. Lindsey is executive officer of the 15th Replacement Detachment at Fort Hood. (Bob Lansche, Dallas DRC)

SELLING COMBAT ARMS by demonstration is a new twist to activities at the Cleveland, Ohio, DRC, as Captain George Ware organized a six-man team from his recruiting force to sell combat arms skills by demonstrating combat techniques.

Hours of practice have paid off for the recruiters as their performances have been well-received by students and faculty alike at local high schools. The 30-minute exhibition begins with two of the men demonstrating hand-to-hand combat and an explanation that all basic combat trainees learn that skill. Then two black-belt experts follow with a lively demonstration of their karate skills.

The next part is rappelling. This demonstration is carried out by two more men, one a veteran of 600 aircraft jumps and the other a former instructor in rappelling. The narrator, CPT Ware, ends the show by introducing the team members and all field questions from the audience.

The success of their four performances to date, each for over 500 students, encouraged the team to realize that "show and tell" is the way to sell combat skills. (Carol Masek, Cleveland DRC)

"**THE RESPONSE** from Salt Lake Valley high schools was outstanding and the caliber of the works of art prepared for the competition was overwhelming," said Major Richard Dow, commander of the AFEES in Salt Lake City. He was referring to 49 painting and art crafts submitted by high school students for the AFEES-sponsored Bicentennial Art Exhibit.



Navy Lt. (j.g.) Henry Caskey attaches the second prize ribbon and plaque to the winner of "Most Original" category in the Salt Lake AFEES-sponsored Bicentennial Art Exhibit.

Navy Lieutenant Henry D. Caskey, joint processing officer and First Sergeant Harold Martin planned the event, contacted the schools and handled the variety of details. Judges were Dr. Robert Olphin, University of Utah art department; Dennis Green, art director of the Salt Lake Tribune; and Keith Sargent, art director of KCPX-TV. A \$75 US Savings Bond and a plaque were presented to first place winners. A \$25 Bond and a plaque were awarded second place winners. All entrants received Certificates of Appreciation from Major Richard Dow. (Salt Lake City DRC)



RELATIVELY SPEAKING, recruiting can be a family affair. Consider:

At the Cleveland DRC, **Staff Sergeant Doug Johnson** watched as his brother, **Larry**, entered the DEP. Larry, with an AA degree, plans to earn a bachelor's degree through Project AHEAD.

In Lansing, **Sergeant First Class Will Harmon** took the oath of enlistment from **1LT Charlette Harmon**, his wife, as **LTC Charles W. Burns**, the DRC commander, watched.

At the Pittsburgh DRC, **Staff Sergeant James Taylor** watched as his wife **Toddy** took the Army oath of enlistment. Since she didn't want to be separated from husband and children, she chose to enlist in the Army Reserve.

In Dallas, things didn't go as well. **Lieutenant Colonel Howard Hazlett's** daughter **Holly**, chose Navy ROTC while attending the University of Texas.

CATFISH HUNTER, famed New York Yankee pitcher, has it made. Right?

Apparently the man who pitches for a six figure paycheck thinks that **Sergeant Bob Bishop**, Grand Prairie, Tex., recruiter has a good deal as an Army recruiter.



Sergeant Bob Bishop, Grand Prairie, Tex. recruiter in front of the personalized poster which bears his likeness.

While the Yankees were in Arlington for a game, Catfish happened to be visiting Grand Prairie, where SGT Bishop is a recruiter. He bumped into Bishop that night and they talked for awhile.

While the two were driving down the street, Catfish did a doubletake. "Is that you?" he asked about one of the DRC's personalized billboards.

"That's me," said Bob.

"Damn, the Yankees don't do that for me."

Maybe Catfish is in the wrong uniform. (Dallas DRC)

(Ed. note: Have you ever heard a bigger "fish" tale? Bet someone's trying to take us hook, line and "sinker.")

TIRED OF POSTERS AND RPIS at high school career days? With the help of Unit of Choice canvassers from near-by Ft. Bliss, El Paso zone recruiters of the Albuquerque DRC originated an alternative: an Army recruiting exhibition basketball team.

Complete with red, white and blue uniforms the "Sun Country" team played only high school faculty members, either during the school day at all-school assemblies or in the evening at games to raise money for school projects.

"Half-time" activities often included an Army slide show complete with RPIS and UOC giveaways.

During a season of 23 games, over \$10,000 was donated to aid high school programs. Besides the money, the best possible Army advertising was generated, along with good rapport with the high schools. (Albuquerque DRC)

WHO KNOWS WHO MAY BE LISTENING to the Army story when the recruiter is telling it?

SSG Eric A. Maertz knows. During the two years the Indio, Cal., recruiter used the office of **Terry Finton**, a counselor at Eagle Mountain High School, Finton became progressively interested in what the Army had to offer.

The turning point for Finton was an educators' banquet sponsored by the San Bernadino recruiting area. When his conversation with the Santa Ana DRC commander and other recruiting personnel confirmed all that he had heard from SSG Maertz, he decided to enlist.

Seems he had absorbed what SSG Maertz was saying all along. (MSG Gordon Chamberlain, Santa Ana DRC)

DOES YOUR RECRUITING STATION need some sprucing up?

The recruiting station in northeast Portland, located on a short side street, is hidden by other buildings and parking lots. The recruiters decided to paint the exterior of the building with red, white and blue paint and a bit of creativity. The results — a very striking paint job.

Sergeant First Class Robert Betker designed and organized the project. He also talked the building owner into doing the painting at no expense to the government. He said it took about six months to convince the owner to have the building painted using his design, but it was all worth the effort. No one can accuse those recruiters of not being in the Bicentennial spirit! (Charlotte Woodward, Portland DRC)

"SIR, I WOULD LIKE TO FIND OUT if I can still become a soldier."

It looked like a typical letter requesting information about how to enlist in the Army when **Master Sergeant John McCormick** began to read the morning mail at the New Orleans DRC.

The letter continued: "I am a very active widow who is continuing to seek work and I still want a career. I've always wanted to be a soldier. Although I am past the age I thought there might be a place for a good woman, age 63, to work."

When Sergeant McCormick saw the "63" he did a double take and took a closer look as the letter continued to describe a long career of community service, first as a nurse and then later as a teacher.

The letter closed with "I am alone now with no more work to do," and was signed "very truly yours, **Willie May Wyatt**."

In a few minutes everyone in the New Orleans DRC had read the letter and was speculating on why Mrs. Wyatt would want to join the Army at a time considered to be the twilight of her life.

The commander of the New Orleans DRC, **LTC Jim Spires**, decided that dedicated and patriotic people like Willie Mae should be recognized. A call went out to the Slidell Army recruiting station to find Willie Mae and see if the letter was indeed genuine.

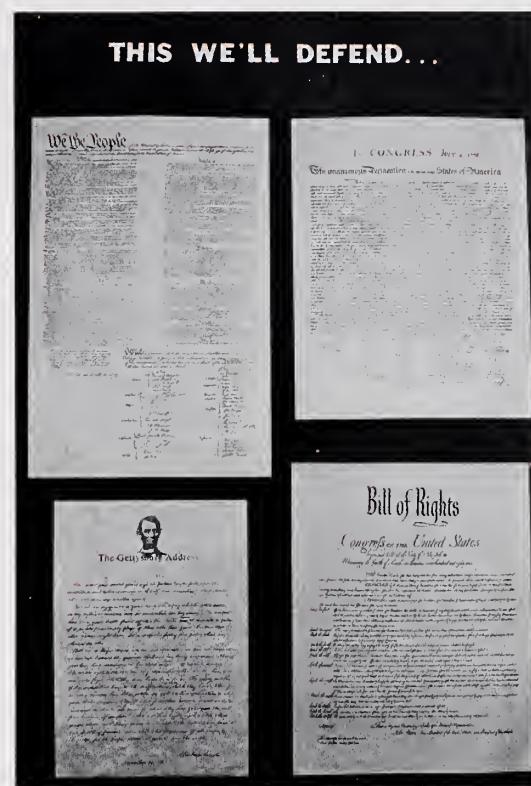
Sergeant James Anderson of the Slidell Army recruiting station went out to the Pearl River, La., address to find out if Willie Mae really existed.

He found her hard at work helping to build her new house. Willie Mae was very pleased that her letter had been received and had generated a response from the Army.

On the following day LTC Spires and Sergeant Anderson visited Willie Mae to present her with an American flag and a framed certificate of appreciation for her interest in her country ad the Army.

After praising Mrs. Wyatt for her "pioneer spirit" and her wonderful attitude towards serving her country, they named her an 'honorary recruiter.' She thanked the men for the recognition and promised to be more than an 'honorary recruiter' for the Army. (Jim Devitt, New Orleans DRC)

FREE ADVERTISING SPACE? It's only an arm's-length away if you look for it. **SFC Doug East** of the Roswell N.M., recruiting station takes advantage of those long spaces of blank wall bordering sidewalk construction sites for free space. His "captive audiences" are exposed to a parade of colorful Army options and Unit of Choice posters as they pass by. (Albuquerque DRC)



The four historical document replicas displayed in all Lansing DRC recruiting stations in celebration of the Bicentennial.

THE BICENTENNIAL SPIRIT is in all Lansing DRC recruiting stations.

A group of four historical document replicas (the Declaration of Independence, The Articles of Confederation, the Bill of Rights and the Gettysburg Address) are prominently displayed under the motto, "This We'll Defend . . ." in all of the DRC's stations.

The documents were purchased from the Boy Scouts of America. Although the cost of the documents was low, the benefits have been far-reaching.

"We've had a lot of fine comments about the display," said **Sergeant First Class Robert Beard**, station commander of the Bay City, Mich., recruiting station. "It's served to break the ice on a number of occasions." (Michael Galbreath, Lansing DRC)

JESSE JAMES stuck up six of **Staff Sergeant Robert McAndrew's** men recently — for a total of 25 years of reenlistments.

Lieutenant Colonel Jesse H. James, commander of the US Army Aviation Detachment, Honshu, Japan, reenlisted career counselor McAndrew's men who collectively have a total of over 62 years of active Army service.



The Delayed Entry Program can take care of you

By SFC BARNEY E. BUCKNER
Dallas DRC

I'm a firm believer in the Delayed Entry Program; I like it and use it a lot. Properly used, it can give any recruiter peace of mind and permit a more flexible schedule. You're not faced with a specific immediate requirement; your objective is made and they are all nicely tucked away in the DEP.

I came on production in January, 1974. It was while attending the recruiter's course at Fort Benjamin Harrison that I first learned of the DEP. When I returned to Dallas, I discussed DEP with MSG Ray Williams from our operations section. He explained that by building up your DEP pool to where you are at least a month ahead of the game, you needn't be worried about next month's objective.

After a little research, we came up with a figure of four, a rough average of monthly requirements per recruiter. My personal goal was to meet my objectives for the first three months and put all additional enlistments into the DEP. Then I figured I could better see how DEP would make my life easier.

I outlined my plan to the area commander and he thought it was sound and encouraged me to go ahead with it. He offered to assist me by keeping my objective at a minimum for the first quarter.

By the end of the first quarter, March 1974, I had succeeded in building up my DEP pool with four people in for April and four for May. A special bonus for me was that I had six in the DEP for June, nearly three months away!

The plan was so agreeable that I have never gone

into a new month without having completed my objective for the following month. They're safely in the Delayed Entry Program. At times, I've been as much as five months ahead.

Once initial screening is done, you can sit down and discuss the opportunities open to the applicant. And you can do it comfortably because the objectives for this month and the next are safely in the DEP. The applicant knows what his eligibility is and can choose from those fields for which he knows he qualifies. People treated in this manner seem much happier; I like to keep these people around a while and the DEP makes it possible. My reasons for this are selfish — they often are the source of more referrals and that makes my job easier still.

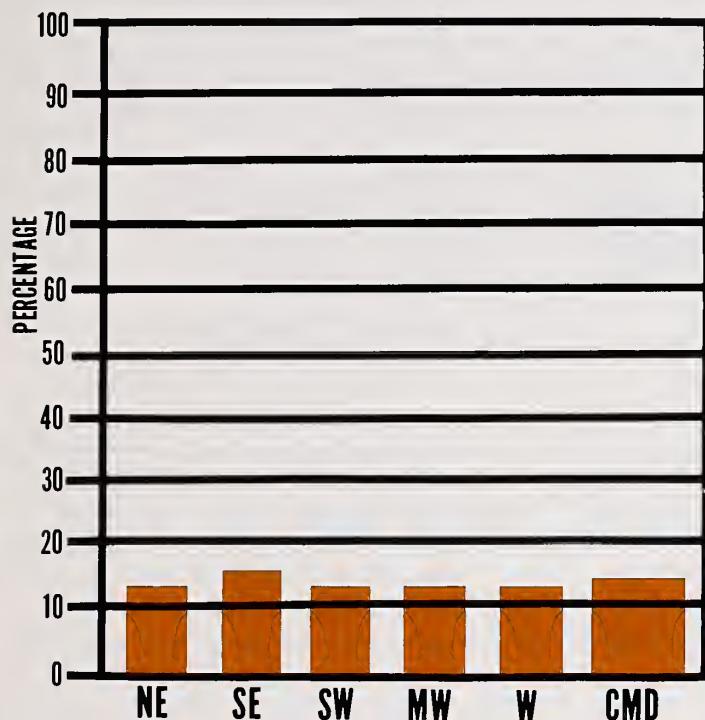
During 18 months production time, 75 percent of my NPS male enlistments and 90 percent of my female enlistments went into the Delayed Entry Program. Women, in particular, need the DEP. Good schools for women are always in short supply, so you're almost forced to use DEP. The earlier a person goes into the program the better the chances are of getting the good schools.

With the DEP, you can actually enlist your high school seniors during September, only a short time after they become seniors. The same idea applies to mid-term graduates, up to nine months before graduation.

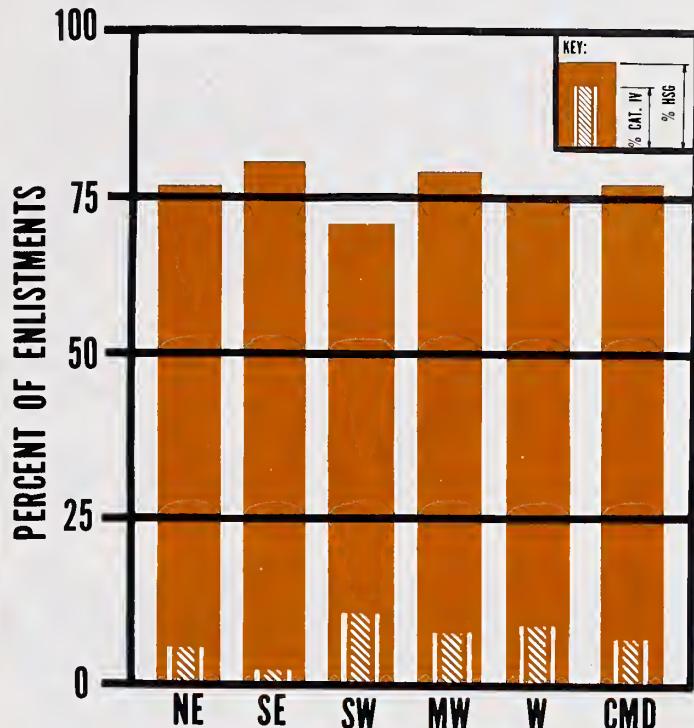
School seat availability usually determines just how far ahead you can work your DEP program, but the more people you have in the DEP, the more people you have giving you referrals. And the more referrals you get, the more people you can put in the DEP.

I feel that DEP results in better quality applicants and better quality enlistees.

Q-2: QUALITY & QUANTITY



Percent of FY 76 objectives accomplished as of 29 August.



Percentage distribution of Non-Prior Service High School Diploma Graduate & NPS male Category IVs by region as of 29 August.

JULY 1975

100 Percent DRCs*

Albuquerque	Lansing	Raleigh
Amarillo	Little Rock	Richmond
Atlanta	Los Angeles	San Antonio
Baltimore	Louisville	San Juan
Beckley	Miami	Sioux Falls
Charlotte	Milwaukee	
Cincinnati	Minneapolis	
Cleveland	Montgomery	
Columbia	Nashville	
Columbus	Newark	
Concord	Newburgh	
Dallas	New Haven	
Fargo	New Orleans	
Harrisburg	Niagara Falls	
Honolulu	Omaha	
Indianapolis	Philadelphia	
Jackson	Phoenix	
Jacksonville	Pittsburgh	

*Based on NPS male production

Those DRCs within color blocks have managed to score in all three categories.

QIPS Credits/Recruit*

RRCs

1. SERRC 5.182
2. WRRC 4.811
3. MWRRC 4.771
4. NERRC 4.767
5. SWRRC 4.504

Command 4.822

Top 10 DRCs

1. Jacksonville	6.100	1. Montgomery	23.562
2. Fargo	5.784	2. San Juan	23.333
3. Montgomery	5.730	3. Jacksonville	22.121
4. Boston	5.569	4. Honolulu	22.120
5. Concord	5.565	5. Lansing	21.200
6. San Juan	5.484	6. Miami	19.765
7. Raleigh	5.438	7. Syracuse	19.129
8. Minneapolis	5.412	8. Dallas	18.943
9. Helena	5.291	9. Columbia	18.391
10. Omaha	5.266	10. Phoenix	18.315

QIPS Credits/Recruiter*

RRCs

1. SERRC 17.624
2. SWRRC 13.151
3. NERRC 12.917
4. WRRC 12.100
5. MWRRC 9.348

Command 12.570

Top 10 DRCs

* Rankings based on preliminary information received from regions. Does not include bonus credits.

JULY COMPARATIVE ANALYSIS

PERIOD	DA OBJ	ACC	% ACC	% NPS HSG (Diploma)	% NPS CAT IV (Male)
Jul FY 75	21,000	18,810	89.6	58.4	20.0
Jul FY 76	14,500	14,536	100.2	75.5	7.0

The Woman Behind the Silver Badge

By DAN DOHERTY
Los Angeles DRC

Only a handful of Army recruiters are married to one another.

Sergeants First Class A. Johnny Hernandez and Brenda N. Hernandez are Army recruiters. Johnny has been the top recruiter in the Los An-

geles District for the last three years. Recently Brenda became one of the first WACs in Southern California authorized to recruit both men and women for the Army. They credit their success to working together.

A. Johnny and Brenda Hernandez, both Army recruiters, enjoy the Southern California sun with their daughter, Angelique.



The husband and wife recruiters have been stationed together since they first met in Verdun, France in 1965, except for Johnny's two tours in Viet Nam in 1967 and 1969. Before they married in 1971, Johnny's requests for assignment to Brenda's duty stations kept them together.

Teamwork comes naturally to the two Southern California recruiters. While both Sergeants First Class Hernandez say they don't take their work problems home, they do share a lot of shop talk.

Though assigned to different recruiting stations (Brenda is in Reseda and Johnny in San Fernando), they help each other with prospecting and jointly research Army recruiting regulations for special enlistments. "I admit it, I've learned a lot from him," says Brenda. "We've helped our marriage by understanding each other's work."

Incidentally, Brenda is a married Army mother on recruiting duty. Their daughter, Angelique, was born February 8, 1973 while Brenda was assigned to the Los Angeles DRC as a WAC counselor. Asked who would claim the enlistment credit for her, Johnny responded, "I've already got her lined up for the Delayed Entry Program."

Their satisfaction with Army life has carried over into their recruiting work. Both of the Hernandez' use a personal approach with each applicant. "When we interview a boy or girl thinking about enlisting we relate our own experience," says Johnny. "This helps them see the Army as a people-oriented organization." The personal touch has helped Brenda recruit several couples and was a factor when Johnny recently enlisted a husband and wife, both of whom had prior military service.

Most of their recruiting involves individual enlistments, and the Hernandez's involvement keeps it personal. The interest they show each applicant makes enlistment a comfortable transition. To Sergeants First Class Johnny and Brenda Hernandez, building a better Army is a family concern.





'Being given the opportunity'

What the Army is really all about

By **BILL SHEIL, N. W. Ayer**

Miami DRC

The recruiting station at Delray Beach, Florida isn't "manned" by a station commander—it's "wo-manned."

Translation: The station commander is Staff Sergeant Elsa Birchwood, the first woman station commander in USAREC's history.

When Sergeant Birchwood's appointment was announced in May, LTC Peter D. Booras, commander of the Miami DRC, said, "Elsa's positive attitude has carried her a long way since she walked into that recruiting station in 1967. Her latest assignment is in recognition of her accomplishments."

The new station commander's Army career started out, as LTC Booras said, in 1967. When she stopped in New York on her way to law school in London, Sergeant Birchwood did an about-face and enlisted in the Army. While she was stationed at Guam in 1972, working in the Army Community Service branch, she became interested in Army recruiting. "I figured my counseling experience could be applied to talking to prospects about Army opportunities."

In November, 1974, Sergeant Birchwood was assigned as the Women's Army Corps counselor for the West Palm Beach zone.

"It really kept me going — visiting recruiting stations; talking to guidance counselors, prospects, parents, community leaders; making sure applicants got on the right busses and to the AFEES on time for testing, staying in touch with many of them after they joined the Army, and keeping up with the paperwork. I enjoyed every minute of it."

When her area commander, Captain Bill Porter, asked her last spring if she would like to become the first woman in the Army's 200 year history to command a recruiting station, she was "flabbergasted." "I couldn't believe that I would be given the challenge, the opportunity, but I said 'yes' before he could change his mind."

How does the once-aspiring law student view her new role? "It's almost overwhelming, but I truly enjoy the challenge. The new position really is an extension of what I've been doing for the past year and a half . . .

helping young people plan their futures. Of course, now I have management responsibility for meeting objectives with the best qualified volunteers available. I'm looking forward to it."

Any anticipated problems in recruiting men for the Army?



Staff Sergeant Elsa Birchwood, USAREC's first female station commander.

"I recruit people," she says, with the emphasis on "People."

"I've had no problems recruiting individuals of all races, creeds and colors," explains the sergeant.

"I believe in myself and I also believe in people — the human race. Therefore, I believe in people being given the opportunity to accomplish what they set out to do. That's what the Army is really all about."



SFC Francis X. McClellan

How big is the career counselor's job?

By SFC FRANCIS X. McCLELLAN
USA Ret.

How big is the career counselor's job? There are over fifty separate responsibilities, according to Army regulation 611-201. That may shake up a few career counselors.

Another shaker-upper is the all-knowing image career counselors must maintain to encourage first-termers' confidence. Judging from the questions counselors get, some first-termers believe their friendly career counselor knows all and sees all when it comes to the Army.

It's a big job to be knowledgeable in the over fifty areas of reenlistment and sometimes it's easy for the career counselor to overextend himself. The danger of this is that he might feel the job is just too big for him to handle. The discouragement that may result from not being able to do the whole job well may make the counselor try to hide behind a mask of efficiency. He might retreat into overspecialization in one or two areas of his job. As a result, too often a man will act as poster maker, personnel clerk, general information expert, order taker, or just plain 'glad-hander,' while neglecting his real mission either partially or completely.

How does one avoid over-specialization? What some career counselors need to keep their wits sharpened is a 'need-to-know' list. This would help them to answer questions from both potential reenlistees and fellow professionals.

Here's a start on a list you might want to compile:

1. What exactly is the career counselor's mission?

What does it have in common with the recruiting mission?

2. What are the physical locations and organizational structures of the units you directly support?
3. Are your regulations posted and up-to-date?
4. Do you sit in the office and wait for reenlistment orders, or do you get out and around to see the troops?
5. Do you have a telephone list with addresses of all people you have to deal with to get command support for the reenlistment mission?
6. How's your interviewing technique? Can you take almost any objection and handle it with skill?
7. While interviewing do you use technical jargon where plain, simple language should be used? Can the prospect understand what you're talking about when you mention VRB, or any other technical terms?
8. Are you thoroughly familiar with all reenlistment options and bonuses?

9. After all is said and done and you've got a soldier ready to reenlist, do you know all the administrative channels for reenlistment? Do you know every piece of paperwork required for reenlistment?

Now, this is only the beginning. It can't make a career counselor think, and such a list won't answer all the questions. How about asking yourself, "Can I really answer these questions off the top of my head?" The really top-notch career counselor can.



Most recently, SFC McClellan served as station commander (Worcester, Mass., recruiting station). Prior to that he was senior post career counselor at Ft. Sheridan, Ill.

HS editor visits Fort Sill

I wasn't sure what to expect

Fifteen high school newspaper editors were flown to Fort Sill this past spring for a first-hand look at Today's Army.

Tasked to write feature stories for their papers, the journalists, armed with cameras and tape recorders, spent three days looking at mess halls, barracks and facilities. They had a chance to fire a howitzer and ride in a helicopter.

Keith Kobe, last year's winner of the Detroit News High School Writer of the Year award, was one of those who made the trip. This is his account, as excerpted from the Stevenson High School Spotlight.

Today's Army is an entirely new ballgame — my father wouldn't recognize it anymore.

Like everyone else, I suppose, I'd heard all the stories about the Army — the legendary food, reveille, the infamous KP duty, and all the rest. So, when I happened to be in my local Army recruiter's office to pick up some advertising, and was offered a chance to visit Fort Sill, I decided it would be a great opportunity to see if what I'd heard was actually true.

I wasn't really sure what to expect. After all, the only things I knew about the Army were what I'd seen on "Gomer Pyle" or heard from people who had served. I imagined it would be somewhat like a prison, with troops marching around in straight rows listening to a drill sergeant barking orders at them. Instead, it was more like a combination scout camp and college campus.

We were taken to post headquarters where we were briefed by a num-

ber of people, including the commanding general of Ft. Sill, Maj. Gen. David E. Ott, on the purposes and objectives of today's "new" Army.

As Gen. Ott explained, the job of today's Army is not only to keep a ready force to maintain the defense of the country, but to train and educate the soldier — most importantly to give the individual soldier a feeling of usefulness and accomplishment.

My first major shock came on Tuesday evening when I walked into the mess hall. Earlier, my fellow editors and I were debating about going over to the mess hall and sampling some of the food we'd all heard so much about.

The mess hall, to our surprise, looked like one of the better restaurants in the area. Blue vinyl booths were around the outside, with circular tables covered with linen table cloths and white cloth napkins set neatly at each place on the inside. In the very center was an ice cream machine serving either chocolate or vanilla, and a color TV was perched in one corner with the channel 5 news blaring away.

True, the atmosphere was nice, but what about the food? I'm what you might call a finicky eater and I was surprised at how good the food actually was. Food was served cafeteria-style and there were different kinds of pie for dessert with a choice of three things for the main course. Breakfast and lunch were along the same lines. There was always a choice, most of it pretty good.

By the way, Army cooks still serve SOS (chopped beef in a cream gravy on toast) for breakfast.

At Ft. Sill, there is a saying that the "only thing you have to leave post for is to change the atmo-

sphere." It's true when you look at the recreational facilities available for use on post.

At breakfast Wednesday I talked with PFC Jim Cleek about what life was like in the Army. I was surprised to find out that there actually was no more KP duty, no more "policing" grounds, and no more reveille.

But what do the troops do on the average work day?

"There's lots of stuff to do, like right now we're getting ready for our big inspection of the year. Other times you either go to school or train or clean and maintain vehicles and weapons."

Later we were taken to the artillery practice range and were given an opportunity to fire a self-propelled howitzer. The soldiers said it was an artillery piece, but it sure looked like one heck of a big tank to me.

Our last stop of the afternoon was at the newest barracks. The entire site looks like a new apartment complex just being completed. The individual rooms hold three men. Each room has a bath and all rooms have wall-to-wall carpeting.

I got home in time to get my father up for work, a pizza for breakfast, and went to bed for a few weeks.



RecEx: a play in four days

Dramatis Personae

Captain Robert Ellison the area commander	Played most of the time by MSG Andy Guimond
Master Sergeant Bradley A. D. Rock (known by his first three initials), the assistant area commander	Not too many recruiter candidates will meet him
Sergeant First Class Johnson the guidance counselor at AFEES	Only a voice over the phone
SFC James, SSG Black, SGT Smith the recruiters at the station	Each recruiter candidate gets his chance

Guest Stars

Commanding General, USAREC	Major General Eugene P. Forrester
Deputy CG, USAREC	Brigadier General Alexander M. Weyand
Region and DRC commanders	Brigadier General William B. Steele
Other visitors	Visiting region and DRC commanders Themselves

According to one story, an officer candidate at OCS is given a problem that goes like this: you have one sergeant, ten privates and a flagpole; the mission is to have a hole dug and the flag pole erected in two minutes. Supposedly, the best solution is to say, "Sergeant, get that flagpole erected in two minutes."

No one has confirmed that story as being fact, but here is one that is: six sergeants in USAREC were told to design something to help train recruiters, give them a practical exercise, and evaluate their chances of field success in a realistic manner. That was back in April.

On the first day of August, the second class of recruiters had completed their recruiter exercise, and one of them said: "Without RecEx, I

don't see how this course could be called a recruiter's course. You might slide through the first three weeks, but not through RecEx."

According to Captain Jack Stewart, former area commander in Appleton, Wisc., and now chief of the sales management division at the recruiter school, the RecEx was designed to achieve three goals: introduce recruiter candidates to a typical recruiting station, let the recruiter candidates put into practice what they learned in the academic portion of instruction, and evaluate students prior to their receiving the OOE MOS and assignment to USAREC.

The RecEx facility was specifically remodeled to provide a controlled, realistic environment for the exercise. It consists of five recruit-

ing stations, each complete with the equipment common to an actual recruiting station, plus one TV camera to monitor the sales presentations.

How it begins

During the last day of the third week of school, student teams are introduced to the station where they will perform the duties of the recruiting sergeants for the duration of the exercise.

Three students initially assume the primary roles of the people in the station: SFC James, SSG Black and SGT Smith. The other students act as evaluators, evaluating the performance of their peers using a programmed evaluation sheet. They may also assist as prospects during telephone exercises, but they constantly check the performances of their classmates. The students rotate through all the roles in the exercise at two hour intervals, and in their "off" time can evaluate their own videotaped performances.

Interviews

While in the station in a primary role, each candidate will prospect for leads using all the sources that are available. He or she will conduct sales interviews, process applicants for AFEES, and perform administrative functions such as routine correspondence and preparation of waivers. Realism is stressed in the continuity of the exercise to the point that, for example, a prospect contacted by telephone the first day will appear in the station for a sales

After hearing so much about the Recruiter Exercise, the Journal sent SFC Len Breckler, the associate editor, to Fort Benjamin Harrison for a look. Here are his story and photos.

presentation the second day. That same prospect may appear on the third day for a subsequent, or resell type, interview.

During the exercise, each student will conduct a minimum of four sales presentations, of which two will be follow-up presentations. Each will fully process two applicants for the AFEES to include pre-qualification testing. Each will also participate in about four hours of telephone prospecting using high school lists, ASVAB lists and REACT leads.

The students in RecEx are monitored, controlled and evaluated by the six sergeants who designed the course; with RecEx in operation, they are called "USAREC Advisors." They are assisted by the five instructors ("facilitators") from the school who have been with the students since the beginning of instruction.

As new students arrive for a recruiting class, they are broken out into five teams of 7-10 people each, and assigned a facilitator to help them learn the subjects.

"The school prefers to say that they have facilitators helping students learn subjects because much of the traditional platform lecture time is gone," said Master Sergeant Andy Guimond, RecEx coordinator.

By the facilitators

"Facilitators are the small group instructors who round out the lectures presented from the platform," Guimond continued. "For example, about two hours are presented from the platform on an overview of pros-



pecting, but most of the student learning goes on in the small groups as led by the facilitators.

"Educators have traditionally desired smaller instructional groups, and by setting up the future recruiters in small groups with a facilitator, more and better instruction should result," Guimond added. "The recruiter candidates have been unanimous in their enthusiasm and praise for the idea of smaller groups."

During the academic portion of the instruction, one of the USAREC advisors is assigned to each student group to help the facilitator. On Friday of the third week, when the students have completed 116 hours of classroom instruction, the facilitators and advisors introduce the teams to RecEx, and the facilitators become assistants to the advisors.





MSG Andy Guimond, above, evaluates the videotaped sales presentation of a recruiter candidate. Below, a recruiter candidate looks at himself as he was videotaped in his sales presentation.



During RecEx, casuals and holdovers who have completed AIT at the AG school play the roles of young applicants who are interviewed by the recruiter candidates. "We would prefer a real recruiting area, complete with real stations, real applicants, and so on, but that just isn't feasible," Guimond said, "so RecEx has evolved into something as close to the real recruiting world as possible."

"In the past, station commanders told people who were about to go to the school, 'Just get through the school, we'll teach you how to recruit when you get back,' and many times that's what happened," Guimond continued. "Unfortunately, not all station commanders could do it."

Academics plus....

"The academic aspect has always been a part of teaching a person to be a recruiter, but a performance test is needed to find out what a per-

son can do before being assigned to a recruiting station," Guimond said. "You can tell a prospective mechanic how to tighten a lug nut, but until you watch him do it, you can't be sure your teaching efforts have been effective."

In designing the course, the six sergeants were concerned about certification of recruiter candidates. "We were told that if we didn't certify them, then they didn't graduate, be that 100 percent, 50 percent, or no percent. There was no established attrition rate," Guimond noted.

"Admitted, our ratings are subjective," he continued. "We give 'satisfactory,' 'marginal,' and 'unsatisfactory' ratings, and each recruiter candidate must get two 'satisfactory' ratings in each area."

During the exercise, each student has at least three chances to make satisfactory ratings, and if the advisors agree, it could be four or five chances.

"At the end of RecEx, a student



Captain Robert Ellison, RecEx area commander, above left, played by Master Sergeant Andy Guimond, visits one of his recruiting stations to see how the recruiting operations are going. At right, one of the station's recruiters is making a sales presentation to a prospect. The role of the prospect is being played by a recent AIT graduate at the AG school who is awaiting orders. The entire sales presentation is being videotaped for later review.

can be certified, recycled, or relieved and returned to his unit," Guimond said. The decision process starts with the advisors and facilitators and their evaluations of the recruiter candidate. "If, through his actions, a student shows that he has a good probability of becoming a successful recruiter, he is certified and graduates. If we think he could become a successful recruiter with more academic time and repeating RecEx, he is recycled."

Relief

A student isn't relieved just because of an evaluator's whim. While evaluations are subjective to a great extent, more than one person makes evaluations of any one student. If the evaluators feel a student is performing unsatisfactorily, the case is presented to the chief evaluator. If the chief evaluator confirms the evaluations, the case is sent to an informal board that considers the evaluations

plus all other aspects of the student's performance in the school. The case is then presented, with recommendations, to the USAREC liaison officer at the school, who presents the case with his recommendations to the commandant.



Better recruiters

The recruiter candidate who successfully completes RecEx and graduates should be a better beginning recruiter than previous graduates.

Produced and directed by . . .

The recruiters currently assigned as advisors for the Recruiting Exercise are:

Master Sergeant Andre Guimond, RecEx Coordinator between the school and USAREC, is a former recruiter, station commander and area commander with the Santa Ana and Los Angeles DRCs.

Sergeant First Class Kenneth Rodd, a OOE for ten years, last assigned as Professional Development NCO at Concord DRC.

Master Sergeant Douglas M. Weems who was a recruiter

and station commander at the Charlotte DRC.

Sergeant First Class Henry Wagoner, a former recruiter, station commander and PD NCO who spent one year on the MWRR Professional Development Team.

Sergeant First Class Murray Ford, who spent 3-1/2 years as a recruiter in Lawton, Okla.

Master Sergeant Kenneth A. Daily, a recruiter and station commander from the Portland, Ore., DRC.

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Fort Sheridan, Illinois 60037

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Did you move? _____

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(ATTACH MAILING LABEL FIRMLY.)

How many copies do you receive at present? _____

Need more copies? How many? _____

Fewer copies? How many? _____

Quit reading?

No one at this address reads the Journal:

Agency/Name _____

Address _____ City _____ State _____ Zip _____

"A Little Help From Our Friends!"

FOLD

I would like to see a Journal article on (Please include your name and phone number for possible clarification or expansion of idea):

Comments on the Journal:



Update

EDP

The Expedited Discharge Program was expanded to all commands effective 1 July 1975.

This program gives commanders down to battalion level authority to administratively separate soldiers in their sixth through 36th month of service without board action. Either honorable or less than honorable discharges may be handed out. An affected soldier may decline the discharge, in which case he may be processed for discharge under Chapter 13, AR 635-200.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14")

RPI 302, Folder, Your career decision.

RPI 303, Folder, How to tell your friends you're reenlisting.

RPI 304, Poster, I'm taking it one hitch at a time.

RPI 305, Poster, The Army's been good to this Army wife.

RPI 306, Poster, When you're doing something of value, you value yourself more.

RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.

RPI 308, Folder, Why are you staying in?

RPI 311, Poster, I want a job with excitement and intrigue.

RPI 312, Folder, I want a job with excitement and intrigue.

RPI 313, Poster, I like going to school and getting paid for it.

RPI 314, Folder, I like going to school and getting paid for it.

RPI 315, Poster, I like working near a big city.

RPI 316, Folder, I like working near a big city.

RPI 317, Poster, Now I'll be working near home.

RPI 318, Folder, Now I'll be working near home.

RPI 319, Poster, I'd like to live in Europe. Not just visit.

RPI 320, Folder, I'd like to live in Europe. Not just visit.

RPI 323, Poster, It's just me and the sky.

RPI 324, Folder, It's just me and the sky.

RPI 325, Poster, \$8,000 is \$8,000.

RPI 328, Folder, I've always wanted to be a drill sergeant.

RPI 329, Poster, I always wanted to wear the green beret.

RPI 330, Folder, I always wanted to wear the green beret.

RPI 331, Poster, Music is where I want to be.

RPI 332, Folder, Music is where I want to be.

RPI 334, Poster, How to tell your friends you're reenlisting.

RPI 356, Label, Career Counseling. 3-1/2"

RPI 357, Label, Career Counseling. 9"

RPI 358, Label, Career Counseling. 1"

RPI 366, Booklet, Take a look at all the things you've been taking for granted.

RPI 381, 24 Month Reenlistment Activities Reminder Schedule (In limited quantity).

RPI 921, Poster, Start college while you're serving.

Please note that the above listed REENLISTMENT RPIs are the only REENLISTMENT RPIs presently available for requisitioning.

A&SP Conference

The 1975 A&SP Conference in Chicago on 12-14 August featured distribution of the FY 76 Advertising and Publicity Plan which should be a useful instrument for advertising program development and management.

Also presented was a good look at planned FY 76 advertising formats to round out the attendees' view of this fiscal year's advertising program.

DRC education coordinators viewed the Ayer presentation and heard presentations from TRADOC, FORSCOM and USAREC on programs during the coming year.

Commissaries

The Army plans to revamp its system of running commissary stores by centralizing their management in 1976. The plan calls for centralized management agencies and five regional offices to operate and control stores within set geographic areas.

Customer savings should still average about 15 percent even if Congress requires personnel and overseas operating costs to be reimbursed.

A major part of the system's success will hinge on customers realizing the possible savings and continuing to support the stores. If patrons, for whatever reason, believe that 15 percent saving is not significant and shop at local stores, commissary prices would rise and customer savings decrease.

The new centralized system, backed by computer support, should save millions in operating costs, which should hold prices down and eventually lead to a more efficient operation. Commissaries now depend on appropriated funds to help pay some operating costs, salaries and overseas utilities.



Update

Stars

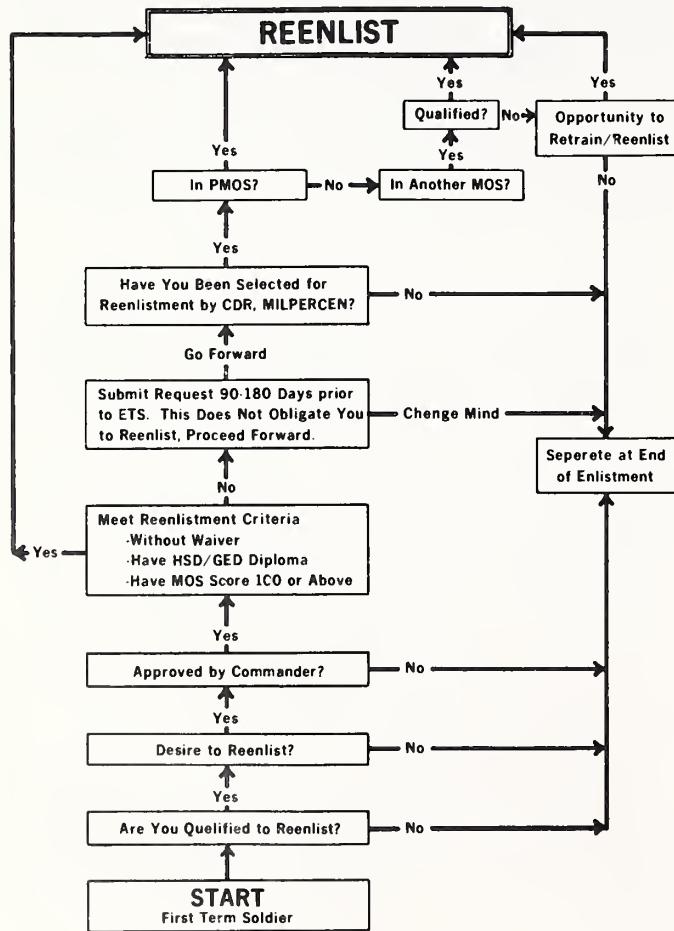
The Office of the Chief of Information, DA, produced and distributed in July a six page fact sheet (Spotlight No. 121) on the most recent brigadier general selection board, entitled, "How They Were Selected." Some interesting comments about service in USAREC were included.

The A&I/A&SP office should have copies if you are interested; officers wanting more detailed information may request copies of the 19-page report from the US Army Command Information Unit, Bldg. 160, 2d Floor, 2d & M Streets SE, Washington, DC 20315.

...and stripes

With more soldiers reenlisting, DA has established a management plan to give first term soldiers a reliable career progression, as diagrammed by the decision-logic table below.

Unit commanders may deny reenlistment of soldiers even though they may qualify. If a soldier doesn't meet minimum requirements (no waivers, high school graduate and 100 MOS test score), MILPERCEN must approve.



Prestige Calendar

Distribution Branch of USAREC's Advertising and Sales Promotion Directorate reports that RPI 944, the 1976 Prestige Calendar, will not be given initial distribution to recruiters, due to container size and shipping constraints. However, the calendar will be available through the RPI Direct Account System beginning approximately November 1, 1975.

The Prestige Calendar is the 1976 version of the former flag calendar.

Letters of inquiry

Each month the Advertising and Sales Promotion Directorate of USAREC receives approximately 2000 letters of inquiry from people seeking information about opportunities in the U.S. Army. Some come from foreign nationals, some are from the too young or too old, but the majority are from currently potential prospects.

To the potential prospects we send a copy of the requested material and suggest that they also contact the best source of information about Army opportunities, i.e., the local Army recruiter. In addition, we provide the address and telephone number of the nearest Army recruiting station.

Now, we have begun a program of sending a "close the loop" letter to the appropriate station commander, referring the name of each potential prospect with a copy of the prospect's letter attached. This is not part of the REACT system. Referring these potential prospects to the field recruiting force is intended to assist in building leads and successes.

The volume to any one recruiting station will not be large, and any one of you may never see such a referral, but when you do — please take prompt action.

DAD

DAD is still waiting.
What's he waiting for?

He's waiting for you to make a suggestion.

As you probably know, DAD stands for "Dollar-a-Day" and is the special suggestion campaign started in April to come up with savings on the things the nation is short of — fuel, plastics and, of course, money.

A suggestion which saves one dollar each working day is worth \$25 to you. A really super suggestion can earn up to \$25,000. The program is open to everyone in USAREC — military and civilian. Details can be found in USAREC Cir 672-3, 17 April 75.

In addition to DAD, something called the Presidential Cost Reduction Campaign started in May. In this program, any suggestion made before December 31 of this year which saves \$5,000 in first-year savings will net the originator a letter signed by President Gerald Ford.

Unfortunately, since DAD started in April, response has been less than expected, according to Mrs. Sammie

Jones, CPO, USAREC. What's the hold-up?

Could be some feel their ideas are unimportant or not worth the bother. Others might be afraid their suggestion will be laughed at.

Rest assured that any ideas submitted will be evaluated — not laughed at.

As the commercial says, "you can do it!" As the CG himself has said, "I count on everybody to have ideas." Let's not keep DAD waiting.

GI Bill of health

The current GI Bill, in effect since June 1, 1966, has passed its ninth anniversary, and the Veterans Administration has pronounced it in a thriving state of health.

Increased enrollments in each of the first four months of this year — peaking at a record 1.8 million — was cited as one sign of its viability.

VA officials said an upsurge in enrollments this year followed enactment of the Vietnam Era Veterans Readjustment Act of 1974 (Dec. 3). The law increased educational assistance rates and otherwise liberalized benefits.

Routine dental care outlets reduced

WASHINGTON (ANF) — Department of Defense has cut to 73 the number of military installations in the U.S. that may routinely provide dental care after July 1. The cutback follows a survey of 106 installations that now provide such dental care on a space available basis.

Routine dependent dental care is authorized only outside the U.S. and in CONUS areas where there is less than one civilian dentist per 2,000 population or where geographic and/or transportation conditions present a significant problem.

To be eligible for dental care, a servicemember's de-

ALABAMA
Redstone Arsenal, Huntsville
Fort Rucker, Daleville
Fort McClellan, Anniston

ALASKA
Fort Greely
Naval Station, Adak
Naval Station, Kodiak

ARIZONA
Fort Huachuca
Yuma Proving Ground, Yuma

ARKANSAS
Pine Bluff Arsenal, Pine Bluff

CALIFORNIA
Boron AFS, Boron
Edwards AFB, Muroc
Klamath AFS, Requa
Sierra Army Depot, Herlong
Marine Base, Twentynine Palms
Naval Air Facility, El Centro

FLORIDA
Patrick AFB, Cocoa Beach

GEORGIA
Fort Benning, Columbus
Fort Stewart, Hinesville
Robins AFB, Warner Robins
Naval Supply Corps School, Athens
Fort Gordon, Grovetown
Hunter Army Air Field, Savannah

KANSAS
Fort Leavenworth, Leavenworth
Fort Riley, Junction City

KENTUCKY
Fort Campbell, Clarksville
Fort Knox, West Point

LOUISIANA
Fort Polk, Leesville

MAINE
Bucks Harbor AFS, Machias
Loring AFB, Limestone
Naval Radio Station, Cutler

Naval Security Group,

Winter Harbor

MARYLAND
Naval Training Center, Bainbridge

(To close March 1976)

MASSACHUSETTS
Naval Facility, Nantucket

MICHIGAN

Calumet AFS, Calumet
Kincheloe AFB, Kinross
K. I. Sawyer AFB, Cincin-

Port Austin AFS, Port Austin

MINNESOTA

Baudette AFS, Baudette
Finland AFB, Finland

MISSOURI

Fort Leonard Wood, Waynesville

Higher participation rates have been compiled under the current GI Bill than under either of its two predecessors.

For The Record

QIPS per accession: LTC James R. Dismukes, commander of the Jacksonville, Fla., DRC, claims that the Tampa area has the best "QIPS per accession" average for March and April, 1975, with points of 8.21 and 7.90 respectively.

100 Percenters: The Phoenix DRC takes aim at Dallas DRC's consecutive 100 percent months claim (June Journal). Phoenix DRC claims 100 percent for 25 consecutive months through June, 1975. Additionally, Phoenix claims that in December, 1974, they attained 267 percent of their assigned objective, an all-time DRC high.

Dependents must live on a military installation or in the immediate area surrounding the installation. Dependents living outside the authorized area — generally a 30-mile radius — may not travel to the authorized area for care.

On a space available basis, all military dental care facilities may provide dependents with emergency care, preventive treatment and care which is related to other medical or surgical care.

Military installations in the U.S. authorized to provide routine dental care for dependents include:

MONTANA
Havre AFS, Havre
Opheim AFS, Glasgow

NEVADA
Naval Ammunition Depot, Hawthorne

NEW MEXICO
Holloman AFB, Alamogordo
White Sands Missile Range, Las Cruces

NEW YORK
Fort Drum, Watertown
Montauk AFS, Montauk

NORTH CAROLINA
Fort Bragg, Fayetteville
Naval Facility, Cape Hatteras, Buxton

OKLAHOMA
Fort Sill, Lawton
Pope AFB, Fayetteville
Seymour Johnson AFB, Goldsboro

NORTH DAKOTA
Finley AFS, Finley
Fortuna AFS, Fortuna

OREGON
Mt. Hebo AFS, Hebo

SOUTH CAROLINA
Fort Jackson, Columbia
Marine Corps Air Station, Beaufort

TEXAS
Marine Corps Recruit Depot, Parris Island

UTAH
Myrtle Beach AFB, Myrtle Beach

WYOMING
Fort Hood, Killeen

UTAH
Dugway Proving Ground, Tooele Army Depot, Tooele

VIRGINIA
Cape Charles AFS
Fort Eustis, Lee Hall
Fort Lee, Petersburg
Fort Monroe, Hampton
Langley AFB, Hampton
Vint Hill Farms Station, Warrenton

WASHINGTON
Naval Weapons Laboratory, Dahlgren

WYOMING
Naval Weapons Station, Yorktown

WYOMING
Cheatham Annex, Naval Supply Center, Williamsburg

WASHINGTON
Makah AFS, Neah Bay



RecEx: finding out what a person can do.

FLARE

